IEW&S
PROGRAM EXECUTIVE OFFICE

TEAM SIGNALS WARFARE
PM SW
FULL SPECTRUM VIGILANCE

Project Manager Signals Warfare

Developing as Leaders of Character

1 May 2003

COL Steven J. Cox
PM Signals Warfare

PRODUCT MANAGER
INFORMATION WARFARE

Aerial Common Sensor
Freedom Through Vigilance
ACS

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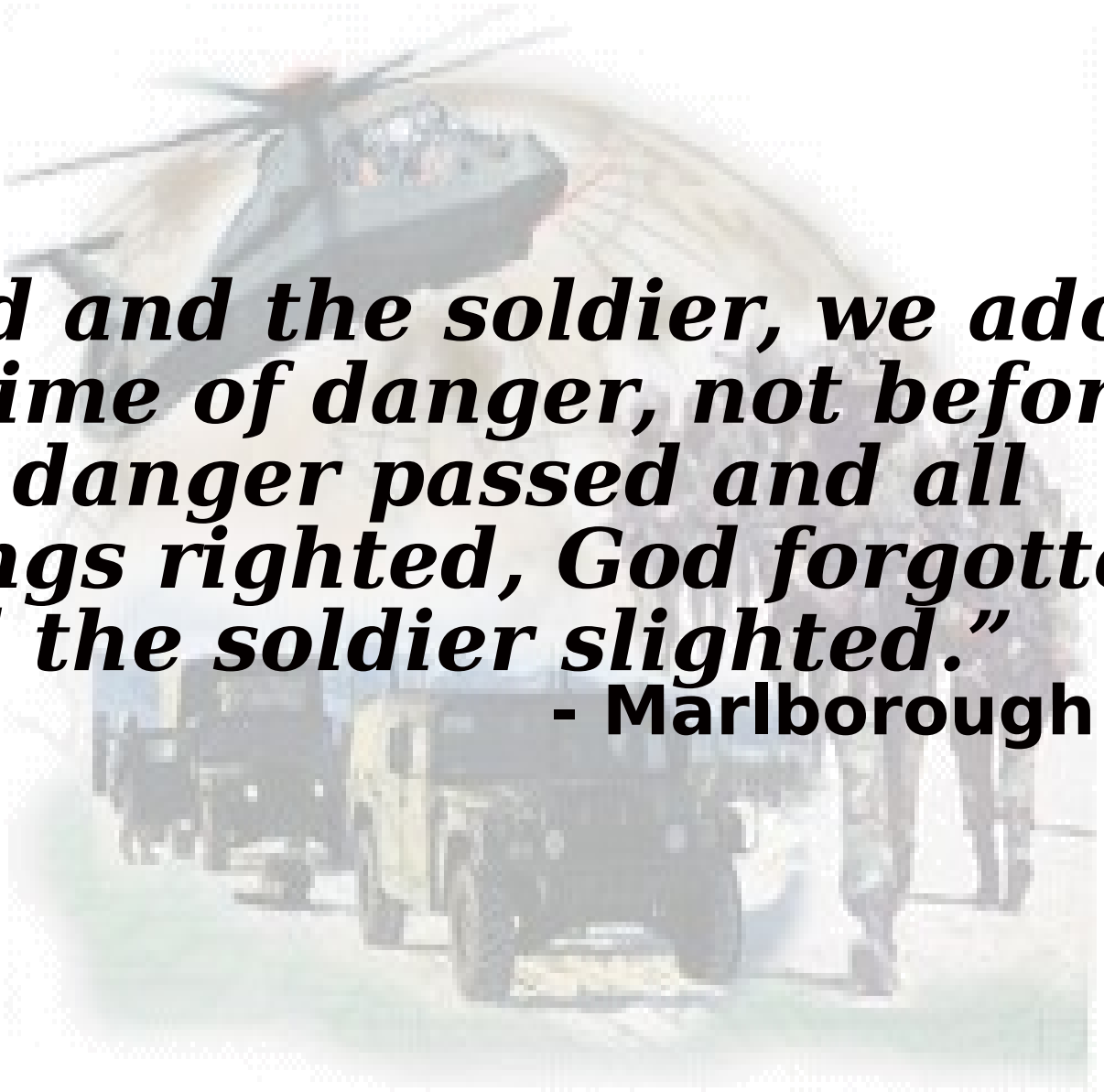
The Military Traditions



"God and the soldier, we adore in time of danger, not before; the danger passed and all things righted, God forgotten, and the soldier slighted."

- Marlborough

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Tradition of Public Service

- We are Public Servants
- We Forfeit our Individual Freedoms to Preserve our National Freedom
- The Military Life is Devoted to Public Service

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Traditional Way of Achieving the Mission

- The Primary Requirement of the Military Officer:
  - Complete the Mission as Required, up to Standard, and on Time

The "Army way" of Undertaking a Mission is to Display Enthusiasm, Boldness, and Aggressiveness in Getting any job Done.

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Tradition of Leadership

- We are Trained to Lead
- We are Trained to be Led
- Leadership is our Greatest Asset

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Path Ahead

- Leadership Definition
- Effective Leader
  - Reputation
    - Relationships
    - Competence
  - Character
- Character
  - Values
  - Discipline
  - Commitment
- Character Development

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Leadership

"Leadership is an Art"

"Leadership can be Taught by Teaching Future Leaders the Principles of Leadership and Leadership Tasks"

"No Orders, No Letters, No Insignia of Rank can Appoint you as Leaders. Leadership is an Intangible Thing; Leaders are Made, They are not Born. Leadership is Developed Within Yourselves. - SGM John Stepanek, 1967"

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Leadership (Cont'd)

- "Leadership is not Totally Learned; it is a Learning Process"
- "White Water" is a Metaphor to Capture the Idea of Opportunity Mixed With Danger Amid Constant Turbulence in the World of Leadership

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Leadership (Cont'd)

"Leaders are Made not Born."

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Leadership (Cont'd)

"Military Leadership: A process by which a soldier influences others to accomplish the mission."

- Army Field Manual 22-100

- **Leadership is a Process. You are a Leader When Those you Lead Believe you are.**

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Leadership (Cont'd)

"Leadership is Getting Other People to do What you Want Them to do."

"Leadership is Getting People to do What They Don't Want to do, and to Like it."

"Leadership is the Process of Persuasion or Example Through Which an Individual Induces a Group to Follow the Objectives of the Leader or of the Leader and the Group."

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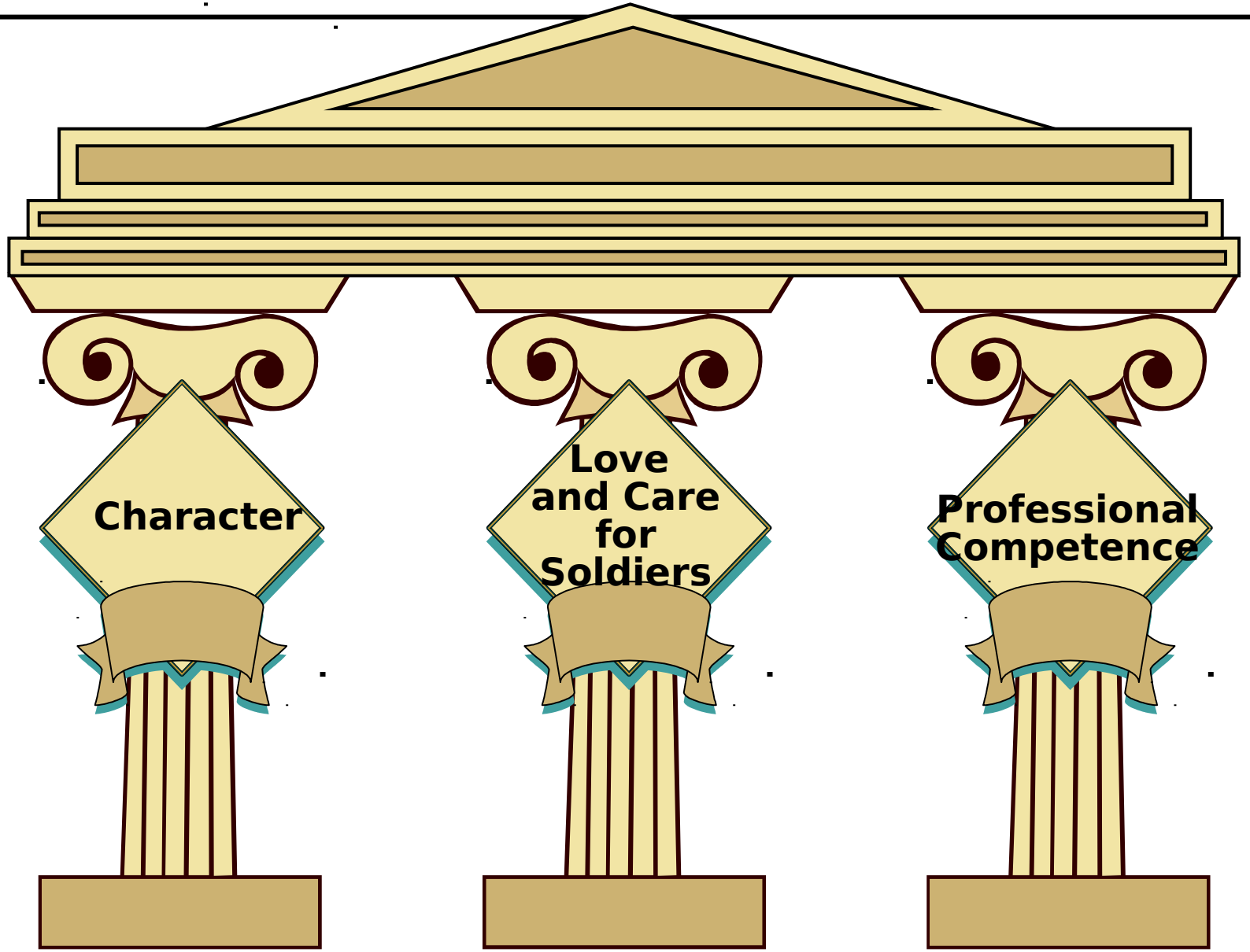
Three Pillars of Leadership



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Priorities for Effective Leader

- Character (Values, Discipline, Commitment)
- Relationships (Interpersonal Attitude and Skills)
- Competence (Professional, Technical Excellence)

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Relationships

- **Interpersonal Attitudes and Skills**
  - **With Supervisors, Peers, and Subordinates**
- **Trust, Respect, Friendship, Motivation Performance**
- **Transitional vs. Transformational Relationships**

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Representative Leader Skills

Technical

- Handling
- Tending
- Employing Equipment
- Controlling
- Operating
- Managing
- Resourcing
- Exploiting Equipment
- Information Technology

Cognitive

- Critical Reasoning
- Creative Thinking
- Moral Reasoning
- Perspective Taking
- Problem Solving
- Judging
- Analyzing
- Synthesizing
- Computing
- Envisioning
- Forecasting
- Scanning
- Chunking
- Deciding

Interpersonal

- Supervising
- Communicating
- Counseling
- Teaching
- Motivating
- Networking
- Collaborating
- Mediating
- Consensus Building
- Team Building
- Listening
- Group Processing
- Persuading
- Building Interdependence

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Transformational Leader Skills

- Managing Ethical Climate
- Consideration for Others
- Vision Setting and Maintenance
- Inspiring/Motivating Others
- Selecting and Developing Subordinates
- Teamwork

- Planning and Organizing
- Supervising and Delegating
- Making and Explaining Decisions
- Communicating (Orally and in Writing)
- Technical Competence and Currency
- Boundary Maintenance

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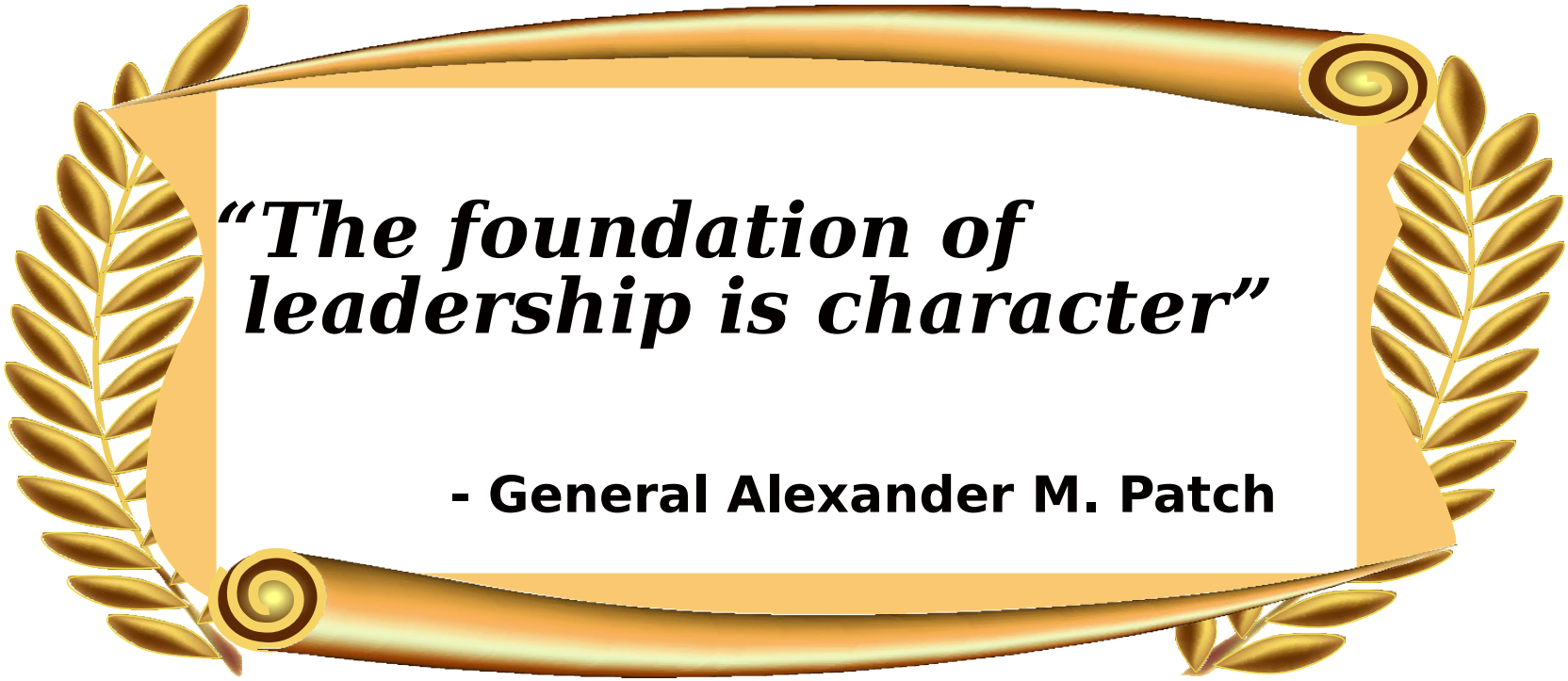

"The foundation of leadership is character"

- General Alexander M. Patch

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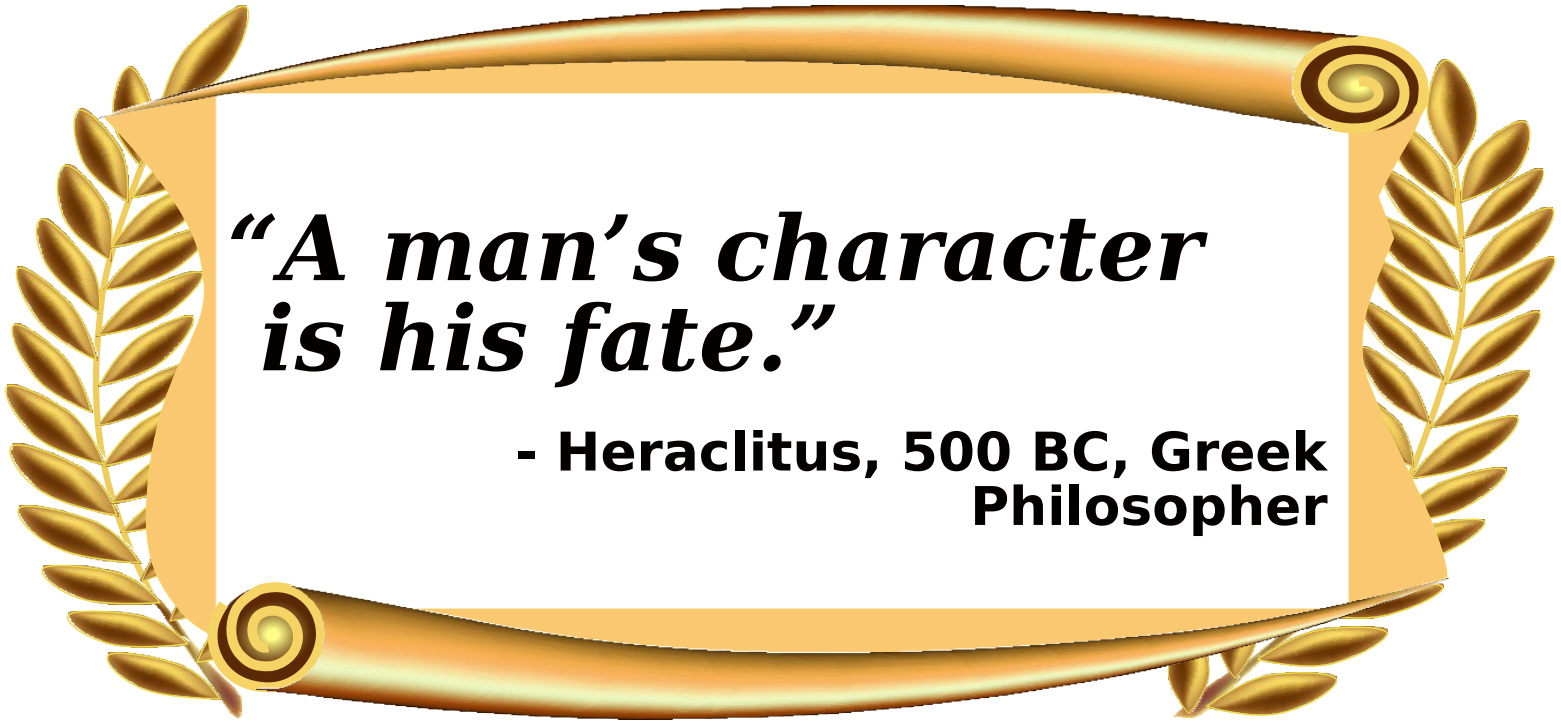

"A man's character is his fate."

- Heraclitus, 500 BC, Greek Philosopher

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Key Components of Character

- Values
- Discipline
- Commitment

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Universally Accepted Values

- **Trustworthiness - Truth Telling, Honor, Duty**
- **Justice - Fairness, Equity, Discipline, Standards**
- **Respect - Concern, Care, Dignity, Welfare**
- **Service - Community, Selflessness, Servant Hood**
- **Courage - Physical, Moral, Ethical**

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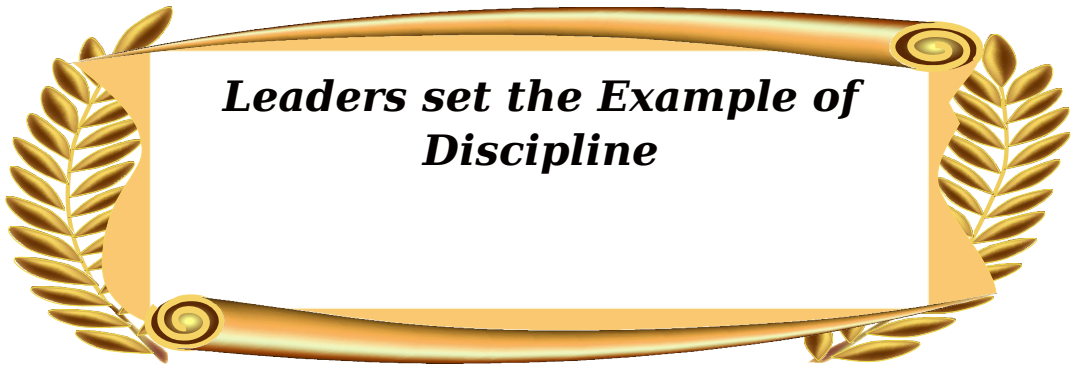
Discipline

- Essential to Unit, Organizational Effectiveness
- Reliability in Chain of Command
- Vital to Mission Accomplishment



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Key Components of Character Development

- **Know Your Standards and Values**
  - **Intellectual, Experiential**
- **Behave Consistently With the Standards and Values**
  - **Discipline, Commitment**
- **Believe in and Profess the Standards and Values**
  - **Attitude, Ownership**
- **Lead and Enforce the Standards and Values**
  - **Organizational Climate, Integrity**

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Performance Evaluation
DA FORM 67-8

PART IV- PERFORMANCE EVALUATION - PROFESSIONALISM *(Rater)*			
a. PROFESSIONAL COMPETENCE	*(In Items 1 through 14 below, indicate the degree of agreement with the following statements as being descriptive of the rated officer. Any comments will be reflected in b below.)*	HIGH DEGREE 1 2 3 4 5 LOW DEGREE	
1. Possesses capacity to acquire knowledge/grasp concepts		8. Displays sound judgment	
2. Demonstrates appropriate knowledge and expertise in assigned tasks		9. Seeks self-improvement	
3. Maintains appropriate level of physical fitness		10. Is adaptable to changing situations	
4. Motivates, challenges and develops subordinates		11. Sets and enforces high standards	
5. Performs under physical and mental stress		12. Possesses military bearing and appearance	
6. Encourages candor and frankness in subordinates		13. Supports EO/EEO	
7. Clear and concise in written communication		14. Clear and concise in oral communication	
b. PROFESSIONAL ETHICS *(Comment on any area where the rated officer is particularly outstanding or needs improvement)*			
1. DEDICATION 2. RESPONSIBILITY 3. LOYALTY 4. DISCIPLINE 5. INTEGRITY 6. MORAL COURAGE 7. SELFLESSNESS 8. MORAL STANDARDS			
D	FORM 1 SEP 79	67-8	REPLACES DA FORM 67-7-1, 1 JAN 73, WHICH IS OBSOLETE, 1 NOV 79. — US ARMY OFFICER EVALUATION REPORT

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Performance Evaluation

DA FORM 67-9

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)

CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)	Yes	No		Yes	No
1. HONOR: Adherence to the Army's publicly declared code of values			5. RESPECT: Promotes dignity, consideration, fairness, & EO		
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed			6. SELFLESS-SERVICE: Places Army priorities before self		
3. COURAGE: Manifests physical and moral bravery			7. DUTY: Fulfills professional, legal, and moral obligations		
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier					

b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. **Comments are mandatory in Part Vb for all "No" entries.**

b.1. *ATTRIBUTES (Select 1)*	1.	MENTAL YES NO	2.	PHYSICAL YES NO	3.	EMOTIONAL YES NO		
Fundamental qualities and characteristics		Possesses desire, will, initiative, and discipline		Maintains appropriate level of physical fitness and military bearing		Displays self-control; calm under pressure		
b.2 *SKILLS (Competence)* *(Select 2)*	1.	CONCEPTUAL YES NO	2.	INTERPERSONAL YES NO	3.	TECHNICAL YES NO		
Skill development is part of self-development; prerequisite to action		Demonstrates sound judgment, critical/creative thinking, moral reasoning		Shows skill with people: coaching, teaching, counseling, motivating and empowering		Possesses the necessary expertise to accomplish all tasks and functions		
	4.	TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting				YES NO		
b.3. *ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving*								
INFLUENCING	1.	COMMUNICATING YES NO	2.	DECISION-MAKING YES NO	3.	MOTIVATING YES NO		
Method of reaching goals while operating / improving		Displays good oral, written, and listening skills for individuals / groups		Employs sound judgment, logical reasoning and uses resources wisely		Inspires, motivates, and guides others toward mission accomplishment		
OPERATING	4.	PLANNING YES NO	5.	EXECUTING YES NO	6.	ASSESSING YES NO		
Short-term mission accomplishment		Develops detailed, executable plans that are feasible, acceptable, and suitable		Shows tactical proficiency, meets mission standards, and takes care of people/resources		Uses after-action and evaluation tools to facilitate consistent improvement		
IMPROVING	7.	DEVELOPING YES NO	8.	BUILDING YES NO	9.	LEARNING YES NO		
Long-term improvement in the Army its people and organizations		Invests adequate time and effort to develop individual subordinates as leaders		Spends time and resources improving teams, groups and units; fosters ethical climate		Seeks self-improvement and organizational growth; envisioning, adapting and leading change		

c. APFT: **DATE:** **HEIGHT:** **WEIGHT:**

d. JUNIOR OFFICER DEVELOPMENT - ***MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s.***

WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? YES NO NA

DA FORM 67-9, OCT 97 + REPLACES DA FORM 67-8, 1 SEP 79, WHICH IS OBSOLETE, 1 OCT 97 USAPA V2.01

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Practical Leadership Advice

- Know Yourself
- Trust is Vital
- Set the Example
- Be Technically Competent
- Teach - Communicate - Listen
- Know how to run Meetings
- Learn From Failure
- Keep a Sense of Humor